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AUTHORITY

AGO D/A ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY  
394TH TRANSPORTATION BATTALION (TERMINAL)  
APO 96238

7: August 1966

AVCA-QN-394-GO

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1966  
RCS: CSGPO-28 (RL)

TO: Commanding General, US Army Support Command, Qui Nhon, ATTN: *RDS*  
AVCA-QN-GO (Historical), APO 96238  
Commanding General, 1st Logistical Command, ATTN: AVLC-GO-O,  
APO 96238  
Commanding General, United States Army Vietnam, ATTN: AVC, APO  
96307  
Commander in Chief, United States Army, Pacific, ATTN: GPOF-MH,  
Port Shafter, Hawaii, APO 96557  
Asst Chief of Staff for Force Development, Department of the Army,  
Washington, D. C. 20310  
IN TURN

## SECTION I

SIGNIFICANT ORGANIZATIONAL ACTIVITIES

1. A Change of Command ceremony was held on 18 June 1966 when Lieutenant Colonel John J CHRZANOWSKI assumed command of the 394th Transportation Battalion (Terminal) from Lieutenant Colonel Norman L Kirby.
2. A noteworthy logistical achievement occurred during July 1966. The Battalion was tasked to discharged 2,000 S/T per day. In response, the Battalion moved 67,140 S/T for an average daily tonnage of 2,165 S/T. This figure surpasses the previous record month of January 1966 in which 59,151 S/T were moved.
3. -Overall during this report period, the Battalion discharged 175,512 S/T; 156,229 L/T; and 324,013 M/T from 57 ships and 73 LSTs. This record was accomplished despite a critical shortage of MHE and the loss of experienced personnel through rotation.
4. The Battalion engaged in several special operations during this period. They were:
  - a. OPERATION ROBIN (30 July) -- The Battalion brought ashore the 4th Engineer Battalion (-) of the 4th Infantry Division. No difficulty in the discharge of passengers and cargo was encountered.
  - b. Korean Tiger Division Rotation (28-30 July) -- The Battalion discharged 1,268 passengers and outloaded 1,143. It is expected that the Korean rotation will continue each month until March 1967.
5. The 1st Logistical Command previously entered into contract with the Korean Han Jin Transportation Company for both stevedoring and trucking services. To date, all Han Jin equipment has not arrived and the expected 2,000 S/T per day has not yet been achieved. The company trucks are used for beach clearance - which has proven satisfactory.

## UNCLASSIFIED REPORT

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ASSISTANT CHIEF OF STAFF FOR FORCE DEVELOPMENT  
(ARMY) ATTN: FOR OT UT, WASHINGTON, D.C. 20310

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STANDARD FORM NO. 64

AVCA-QN-394-60

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RCS: CSGPO-28 (R1)

6. The port construction engineer unit continues to make improvements on the IST Beach. Plans which call for a 200 foot extension with lighterage ramps have been completed, but cannot be used until the approach is surfaced and is able to support heavy traffic. It is anticipated that the new construction will be operational during the month of August.

7. The battalion continued to maintain its high standing in the Bond Participation Program, and the standing, as of the end of the reporting quarter was 99.7 percent. Procedures were initiated whereby initial effort to effect participation is incorporated as a part of the in-processing of all newly assigned personnel, and this program has resulted in a 100 percent effectiveness for this category of personnel.

8. The diversion of allocated and assigned officer personnel continues to play havoc with orderly planning and manning charts and utilization of personnel. For example, 2 captains and 2 lieutenants were diverted by higher headquarters during the reporting quarter. One of these captains was for a command position, the other, for a position on the battalion staff. The two lieutenants were programmed as replacements for departing personnel in a unit of the command. This has been brought to the attention of higher headquarters; the only result has been the submission of an emergency requisition for their replacement. This is, of course, of no immediate value, and of limited future value if the replacements themselves are subject to the same diversion. Accordingly, such losses must be absorbed from within our own resources, at the expense of other unit operations.

9. The rotational losses within the 71st Transportation Company (Terminal Service) as of 6 August 1966, approximately 160 personnel, have resulted in an interim measure to augment this unit from resources within the command, and from filler personnel from USAFV and the 1st Logistical Command. Information has been received to the effect that approximately one half of the normal replacement personnel for the unit would be delayed until September 1966. Accordingly, the filler personnel are being used to augment the remaining personnel of the unit in an effort to maintain the current high operational capability of the unit. While these filler personnel are capable of accomplishing the duties of stevedores, it will require intensive on the job training in order to enable them to reach peak efficiency.

*Section B PART I OBSERVATIONS (Continued)*

1. ITEM: Support Received from Direct Support Maintenance Units.

DISCUSSION: Since the last reporting period a marked improvement continues in support received from Direct Support Maintenance Units. However, some equipment still remains on deadline in excess of 100 days. This deficiency still exists in isolated areas as reported in the last quarter. The civilian forklift repair team from Philco Corporation which became operational last quarter has contributed a great deal to the continued improvement.

OBSERVATION: Continue close coordination with the Direct Support Maintenance Units which are now established. By doing this we can continue a marked improvement and eliminate the deficiencies that still exist in the isolated areas.

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RCS: CSGPO-38 (R1)

2. ITEM: Deadlined Equipment (Decrease)

DISCUSSION: During this reporting period the amount of deadlined equipment reported has decreased by 10% overall. Much of this decrease is credited to many requests for repair parts being filled. Requests were filled by continued follow-up on requisitions due out, direct exchange of repair parts, and S-4's ability to coordinate an exchange system of repair parts through the 149th Ordnance located in Valley (A). The increased number of salvage vehicles at the cannibalization point made direct exchange of repair parts possible.

OBSERVATIONS: Require all units to continue follow-up on requisitions. Also utilize the exchange system now established through the 149th Ordnance and the cannibalization point. These actions should keep deadlined equipment to a minimum.

3. ITEM: Spot Check Inspections

DISCUSSION: The Battalion's roadside spot inspections, which have been initiated to improve vehicle maintenance, have been a benefit to the battalion. Out of all vehicles that were checked, only 3 failed inspections. This small number resulted because of the emphasis placed on maintenance in this battalion.

OBSERVATIONS: The maintenance program that is now established in this battalion is the main cause of passing spot inspections. If the program is continued in the future, there should be no problem in this area.

✓ 4. ITEM: T&E Inadequacies

DISCUSSION: Out of 62 additional forklifts of various types and models requested last quarter, 30 have been received. In addition, out of 14 cranes on hand last quarter, 2 cranes were salvaged and 3 cranes reached 15% repair criteria. If the 12 additional cranes requested last quarter are not available in the near future, a serious problem in operation will result.

OBSERVATION: Seek some means of having the 12 additional cranes requested made available before a serious problem in operation can result.

5. ITEM: Operator Maintenance

DISCUSSION: Experience has shown that commanders must require maintenance efforts far above that normally required stateside. Men must be trained properly to operate equipment and to use log book forms. Preventive maintenance programs must be established and adhered to. Equipment failure resulting from poor preventative maintenance represents unnecessary down time stateside. In Vietnam, because of low repair parts stockage levels, the same failure may virtually eliminate equipment from further employment. In addition, operational commitments cannot be permitted to minimize or interfere with Preventative Maintenance programs. To allow such a condition would bring about short run operational gains with a corresponding loss in long run operational capability, due to abnormal deadline level.

OBSERVATION: Commanders should devise adequate preventative maintenance programs; thereafter, be aware of operational emphasis that might jeopardize maintenance programs. In addition every effort should be made to properly train operators, preferably before deployment overseas.

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RCS: CSGPO-28 (R1)

6. Item: Discharge of Heavy Lifts from Deep Draft Vessels.

Discussion: Vessels arrive at Qui Nhon with heavy lifts aboard. Advance notice indicates that the vessel is self-sustaining. Upon boarding the vessel, it is discovered that it is not self-sustaining and that a floating crane is required.

Observation: Qui Nhon should be notified when requirements for a floating crane exist so that proper scheduling can be accomplished.

7. Item: Backloading and Transshipment Aboard Deep Draft Vessels.

Discussion: Qui Nhon terminal operations are subject to heavy swells and other adverse weather. Backloading deep draft vessels under these conditions using lighterage is time consuming, resulting in shipping delays.

Observation: Backloading from Qui Nhon should be limited to LST traffic.

BEACH CLEARANCE

8. Item: Use of Line Haul Trucks for Beach Clearance.

Discussion: Truck line haul directly from the beach to inland consignee is ideal, provided line haul trucks are readily available. Delay in truck arrival causes increased delay in lighterage turn-around and/or double handling by stevedore personnel.

Observation: Careful coordination of cargo discharge and line haul truck availability is essential for effective beach clearance.

SECTION II PART II

COMMANDER'S RECOMMENDATIONS

1. PERSONNEL: a. The rerouting of assigned or attached personnel to this battalion continues to create a major problem. In certain instances, officers who had orders assigning them to 394th Transportation Battalion were diverted to other commands prior to their arrival. In order for our operations to maintain continuity and uphold the high standards for which our battalion is noted, it is necessary that we have time to plan ahead. It is also necessary that enlisted men be allocated to us on or about the DEROS of those men who have completed their tour of duty in Vietnam.

2. LOGISTICS: a. The ability of direct field maintenance to return unservicable equipment to a servicable condition has improved; however some equipment still remains on deadline for an excessive time. The overall equipment deadline rate has decreased by 10%. As request for repair parts are filled, the deadline rate is expected to decrease even more.

b. A definite problem still exists in the number of cranes available. As the workload continues and greater demands are placed upon the port of Qui Nhon, the cranes requested must be made available for continued and improved operation.

4  
/s/ John J. Chrzanowski  
/s/ JOHN J. CHRZANOWSKI  
Lt Col, TC  
Commanding



AVCA-QN-GO(7 Aug 66)

1st Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1966,  
RCS: CSGPO-28 (R1)

HEADQUARTERS, US ARMY SUPPORT COMMAND, QUI NHON, APO 96238

28 AUG 1966

TO: Commanding General, 1st Logistical Command, ATTN: AVCA-GO-O, APO  
96307

1. The enclosed report is considered adequate.
2. Incoming personnel are assigned against the position requisitioned for whenever possible. Changes in requirements, however, may dictate diverting personnel in some instances.
3. Cranes are made available to requiring units as they are received in the command.

FOR THE COMMANDER:



H.S. NEWPORT  
CPT, AGC  
Assistant Adjutant General

QNL 167



AVCA GO-H (7 August 1966)

2d Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1966  
(RCS CSFOR-65)

HEADQUARTERS, 1ST LOGISTICAL COMMAND, APO 96307

14 SEP 1966

TO: Commanding General, United States Army, Vietnam, ATTN: AVEGC-DH  
APO 96307

1. Forwarded in accordance with AR 1-19 and USARV Regulation 870-2.
2. Concur with the comments and recommendations of the Operational Report of the 394th Transportation Battalion as indorsed. The following information is added to provide necessary amplification.
  - a. Reference Section I paragraph 8: This headquarters diverted one Captain, TC, programmed for assignment to the 394th Transportation Battalion to fill an emergency operational requirement within the command. Diversions to emergency requirements are mandatory since incoming replacements are the only source of fill. Prior to any diversion the impact such an action will have on the losing unit is evaluated.
  - b. Reference Section I paragraph 9: Trained, experienced personnel are provided units to fill MOS vacancies as received. However, in some cases, assignments must be made based on civilian acquired skill, education and/or results of aptitude tests. These personnel must be accepted by the unit and trained on-the-job. Since the assigned enlisted strength of the 71st Transportation Company, as of 31 July 1966, was 310 or 95.9 per cent of authorized, it is considered capable of conducting on-the-job training for untrained personnel assigned by that headquarters. DA directed an adjustment of one month in the arrival of replacements for the month of August and September 1966 to assist in alleviating USARV's rotational hump. The adjustment which affected the 1st Logistical Command involved 1445 personnel requisitioned to arrive in August and 342 requisitioned for September. To give commanders maximum latitude in applying extension to insure continued operational effectiveness, indorsement to USARV letter, dated 9 June 1966, subject: Rotational Hump CY 66, was prepared and dispatched.
  - c. Reference Section II Part I paragraph 4: Forklifts are being standardized and are scheduled for shipment to each of the Support Commands during 1st and 2nd Quarter FY 67. Shipments of 20 and 40 ton cranes are now arriving at Vietnam ports.
  - d. Reference Section II Part I paragraph 6: The Commanding Officer 394th Transportation Battalion has been notified to report vessels reported as self sustaining which are unable to sustain their own discharge operation. This headquarters will pursue corrective actions to insure prompt notification of vessels requiring lift equipment.

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e. Reference Section II Part I paragraph 7: The backloading of deep draft vessels in an operational requirement.

f. Reference Section II Part I paragraph 8: To support line haul operations of the 394th Transportation Battalion, an additional medium truck company has been diverted to Qui Nhon. Additional contractor equipment has arrived to provide increased port and beach clearance capability. However, the coordination of cargo discharge and line haul truck availability should be resolved within the command.

g. Reference Section II Part II paragraph 1: This command will continue to assign officer and enlisted personnel to the unit originally allocated in so far as possible. However, certain diversions may be made to maintain operating effectiveness.

h. Reference Section II Part II paragraph 2: See paragraph 2 c above.

FOR THE COMMANDER:



GLENN A. DOYLE  
Capt, AGC  
Asst. AG

TEL: Lynx 834

AVHGC-DH (7 August 1966) 3d Ind  
SUBJECT: Operational Report-Lessons Learned for the Period Ending 31  
July 1966 (RCS CSFOR-65) (U)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96307 3 OCT '66

TO: Commander-in-Chief, United States Army, Pacific, ATTN: GPOF-MH  
APO 96558

1. The Operational Report-Lessons Learned submitted by the 394th Transportation Battalion (Terminal) for the quarter ending 31 July 1966 is forwarded herewith.

2. As modified by the succeeding paragraphs, this headquarters concurs with the comments contained in the basic report and preceding indorsements.

3. Reference Section I, Paragraph 9; 2d Indorsement, Paragraph 2b: This headquarters has delegated authority to alleviate the problems caused by hump rotation by utilization of advanced requisitioning and a combination of tour curtailments up to a maximum of 30 days and tour extension up to 15 days. As indicated in 2d Indorsement, 1st Logistical Command implemented these actions. Commanding General, 1st Logistical Command is best qualified to determine the need to assign or divert personnel within his own resources.

4. Reference Section II, Part I, Paragraph 4; 1st Indorsement, Paragraph 3; 2d Indorsement Paragraph 2c: The shortage of forklifts and cranes, as noted in basic reference above, is recognized by this headquarters. Supply fill on equipment of this type is improving.

5. Reference Section II, Part I, Paragraph 6: Action initiated by the 1st Logistical Command (Paragraph 2d, 2d Indorsement) relative to self-sustaining vessels is considered appropriate to the situation described in referenced paragraph. Information on the self-sustaining capabilities of ocean shipping normally is included in the Ocean Manifest, the Cargo Stowage Plan, and the Cargo Traffic Message as prescribed in Chapter 5, DOD Regulation 4500.232. Normally, the foregoing are available to port personnel prior to the arrival of vessels.

6. Reference Section II, Part I, Paragraph 7; 2d Indorsement, Paragraph 2c: While it may be desirable to limit the backloading of vessels at Qui Nhon to LST's, this is not always operationally feasible. Use of lighterage may be time consuming but the absence of fixed port facilities provides little alternative but to make the best of a poor situation.

AVHGC-DH (7 August 1966)

3d Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending 31 July 1966 (RCS CSFOR-65) (U)

7. Reference Section II, Part I, Paragraph 8; 2d Indorsement, Paragraph 2f: Coordination of cargo discharge and beach clearance using line haul ground transportation is a normal command function. Shortage of trucking units or other arrangements used for beach clearance must be made known to higher headquarters sufficiently in advance of requirements so that corrective action can be taken.

8. Reference Section II, Part 2, Paragraph 1; 2d Indorsement, Paragraph 2g: Recommend no further action be taken by higher headquarters since every effort has been made, within the authority to curtail and/or extend, to assist USAFV in timely alleviation of the hump rotation problem.

9. Reference Section II, Part 2, Paragraph 2; 2d Indorsement, Paragraph 2h: While improvement is being made in satisfying crane and MMB requirements, all units must recognize and learn to work with situations in which needed equipment is not going to be available to the extent desired. It is gratifying to note that at Qui Nhon there has been improvement in the availability of equipment through improved maintenance and repair parts supply support. Receipt of new equipment and equipment standardization programs should serve to provide still further improvements in the future.

FOR THE COMMANDER:



W. R. AUTRY

1st Lt, AGC

Asst Adjutant General

Asst Adjutant General

1 Incl  
as

GPOP-OT(7 Aug 66)

4th Ind


SUBJECT: Operational Report for Quarterly Period Ending 31 July 1966  
(RCS CSFOR-65)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 15 NOV 1966

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

The basic report is concurred in as indorsed.

FOR THE COMMANDER IN CHIEF:



D. A. HARRISON  
Capt, AGC  
Asst AG

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